

Technical Attachment

**Discovering Diversity Depots**

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**Introduction**

Diversity training can promote personal growth, a positive organizational culture, effective partnerships with external customers, and the level of service the American public expects and deserves. This is reflected in a variety of ways, from our National Weather Service (NWS) Core Values, to vacancy announcements, many of which have an evaluation criterion question similar to: “*Have you successfully completed a formal course or on-the-job training in diversity?*” Unfortunately, diversity training is not as well defined or sequenced as academic subjects (e.g., you need to understand 2+2 before 2x+3y), or disciplines such as martial arts, where certain levels of achievement must be met before moving to higher levels. Many NWS employees have completed the *You and Diversity Management* CD-ROM (NWS/Weber State University 1995), but this is only a 2-3 hour basic introduction to diversity.

This technical attachment offers an alternative for meeting the spirit of both the National Oceanic and Atmospheric Administration (NOAA)/NWS diversity goals and the vacancy announcement evaluation criteria, while flexible to the employee’s needs and desires. Section 2 describes an alternative program for diversity training. Section 3 outlines three depots of diversity training materials. Section 4 provides a sample diversity training program and short descriptions of the resources used in the program. Section 5 summarizes the main points of the paper.

**Alternative Diversity Training**

In short, diversity is about simple respect for others, and in the context of our organization, recognizing that no one knows-it-all, hence the need to facilitate communication and sharing of ideas to improve ourselves and our service at all levels. One oxymoron of diversity training is that the more diverse the group trying to be trained, the less likely any *one* source of training will be sufficient to meet the desires and needs of the individuals within the group. There are basic principles everyone should know, and these are covered in *You and Diversity Management*, or at the NOAA Diversity website: <http://www.ofa.noaa.gov/~Diversity/definitions.html>. For a deeper understanding of diversity, we suggest a program of 15 to 30 hours of additional reading, viewing/listening to video/audio tapes, computer based training (CBT) modules, and some minor accomplishment demonstrating what was learned. Examples of minor accomplishment would be writing this technical attachment, leading a topic discussion at a local BLAST or station meeting, or completing an outreach activity. The result of this program should be an understanding of

diversity principles, advanced knowledge in some areas, and demonstrated application through teaching others within the NWS, or meeting NOAA/NWS outreach goals.

## **Diversity Depots**

Diversity training materials are likely available at all NWS locations. However, the quantity and quality of those materials may be lacking, especially when trying to develop a flexible, personalized, program. There are three main diversity training depots with materials that all Southern Region employees may utilize for their programs.

### NOAA Diversity Resources

The NOAA Diversity Program maintains a large collection of materials, including audio/video tapes, books, CBT modules, and games. The main resource webpage is: <http://www.ofa.noaa.gov/~Diversity/newres.html>, and the NOAA Diversity Library web page is: <http://www.rdc.noaa.gov/~Diversity/library.html>.

### NWS Training Center (NWSTC)

The NWSTC AWIPS Lending Library maintains 24 diversity-related audio/video tapes and CBTs. The main webpage is: <http://www.nwstc.noaa.gov/nwstrn/manager.htm>.

### Southern Region Leadership Library (SRLI)

The SRLI maintains a large collection of audio/video tapes and books. The main webpage is: <http://www.srh.noaa.gov/srh/blast/library.htm>.

All three depots operate in a similar fashion – simply contact the coordinator by email or phone and check out the material of interest. There is a two week time limit for items checked out from the NOAA diversity resources; the NWSTC and SRLI do not have specific return times, but it's generally a good idea to return materials within a few weeks.

## **A Sample Diversity Program**

The traditional view of diversity focuses on gender, race, and ethnic differences. In contrast, an expanded view is that an effective diversity program is more than appreciation of differences – a large portion is about improving one's own leadership and communication skills. The following sample program with this expanded view was developed for Ken Widelski's Intern training at WFO Austin/San Antonio, TX. The program consisted of watching six videotapes, preparing short outlines of each tape, and presenting some of the material at a local BLAST meeting.

### Tapes Viewed

*Seven Habits of Highly Effective People* – Mark McConkie (adapted from the book by Stephen R. Covey).

*Developing a Multi-lingual Ear* – Stephanie Dailey

*Diversity and the White Male* – Tim Stranges

*The Four Roles of Leadership* – Mark McConkie

*Diversity* – Harvey Coleman

*How to Access Human Potential in the Workplace* – Dennis Kimbro

## Tape Outlines

### *Seven Habits of Highly Effective People* – Mark McConkie

1. Keep good habits in the workplace, establish trust, don't take shortcuts, work hard, and never look for the easy way out.
2. People will see you for the way you treat them and the diligence in your work.
3. You reap what you sow by your character and effective thinking.
4. One must prepare an action plan with steps, and gradually work this plan by practicing what you preach and developing good habits of communication. Then you will succeed.
5. To be effective, one must be proactive and take initiative.
6. Make choices based on values – what is important to you – then prioritize.
7. We have control of our circle of influence, whereas our circle of concern shows things we don't have control over. We should focus most of our attention to our circle of influence – places where our efforts make a difference.

### *Developing a Multi-lingual Ear* – Stephanie Dailey

1. Our increasingly diverse society (from perspective of ethnic background and language) may make it difficult to understand people, especially non-native English speakers.
2. Poor communication is a major cause of lower productivity, and effectiveness in delivering services.
3. If one expects others to learn English, then one could strive to meet them halfway and adapt to their speech by helping close communication gaps.
4. An example of closing a communication gap would be asking the other person to slow down and enunciate words more clearly.
5. Factors that lead to communication failures:
  - A. Blaming the other person for their accents and expecting them to speak fluently
  - B. Taking offense to their tone and assertiveness, which may be a result of their culture or heritage
  - C. Not accepting them due to race or ethnic prejudice
6. Methods to improve communication:
  - A. Be upfront and direct with our own speech
  - B. Listen longer and more attentively
  - C. Use active instead of the passive voice
  - D. Use positive instead of negative language (e.g., "Please remember", instead of "Don't forget")
  - E. Use short, concise sentences

### *Diversity and the White Male* – Tim Stranges

1. Three "promises" of diversity for the white male:
  - A. Inclusion
  - B. Policies and practices

- C. Appropriate behavior
- 2. White males are suspicious of diversity.
- 3. White male concerns:
  - A. Changing workforce/culture
  - B. Misunderstand what diversity is/is not
  - C. Diversity is identified with “differences”
  - D. Job displacement or lack of promotion opportunity
  - E. Why is there no White Male Awareness Month?
  - F. What is the difference between EEO and diversity?
- 4. Definitions:
  - A. EEO – Equal Employment Opportunity: prohibits seven actions of discrimination based on: race, color, religion, sex, national origin, disability, or age
  - B. Affirmative Action – designed to remedy past discrimination and eliminate current and future discrimination
  - C. Diversity – valuing the uniqueness of individuals, cultures, etc.
  - D. In short, EEO is **law**, Affirmative Action is a **requirement**, and Diversity is **voluntary**
- 5. Diversity can work on commonality – when the focus is striving to improve everyone’s life. Diversity training goes wrong when the emphasis is on polarization. Dialogue and discussion help prevent polarization.

*The Four Roles of Leadership* – Mark McConkie

- 1. Management vs. Leadership
  - A. Management is getting things done **for** the system
  - B. Leadership is being **in** the system and empowered
- 2. Leadership appears to be all common sense – but common *sense* is not the same as common *practice*.
- 3. Important constants: change, principles, and choice.
- 4. Respond with choice: give people a common purpose and principle.
- 5. Pathfinding – diagnose **before** you prescribe; ask what, why, where, when, and how to understand.
- 6. Develop a workplace where employees can grow and flourish.
- 7. Bring out authenticity in each person, let their talents shine.
- 8. Model the behavior you expect in others.

*Diversity* – Harvey Coleman

- 1. Life is a game with unwritten rules. In modern Western Civilization, these are:
  - A. Each aspect of life (e.g., career, spiritual, family) is a pyramid
  - B. You have a choice of levels within each pyramid
  - C. Success (and happiness) occurs when our choices match our priorities in life
  - D. We are in control of our lives – we make the choices that define our success
  - E. The game is about relationships with others. Everything else is detail
- 2. "When you are through changing, then you are through." – Will Rogers

3. Based on a value system, it takes a person 1 to 3 years to change, an organization 10 to 20 years to change, and society 35 to 50 years to change.
4. PIE Formula for Success: P: Performance ~10%; I: Image ~30%; E: Exposure ~60%. Even though performance is only 10%, you must perform at least on an acceptable level for image and exposure to be of benefit.
5. You will never be promoted solely upon performance.
6. Seventy percent of communication is non-verbal. In order to be an effective leader, you must lead by example. People don't want to hear from their leader – they want to see their leader (i.e., the leader must care about those being led, and show it).
7. Don't expect to be promoted unless you are willing to do the work and demonstrate you're ready for the next position.
8. Find mentors and benefactors who will help with your career development.

*How to Access Human Potential in the Workplace – Dennis Kimbro*

1. The makings of success:
  - A. It is not your mind or your environment, it is you
  - B. Altitude is determined by attitude
  - C. Make choices, not excuses
  - D. Have respect for others
2. The definition of “success”:
  - A. We are capable of attaining any level of success
  - B. Success is a six pointed star
    - i. Peace of mind
    - ii. Health and energy
    - iii. Loving relationships
    - iv. Financial freedom
    - v. Worthy goals
    - vi. Sense of meaning and purpose
3. The makings of a successful person:
  - A. Sets goals
  - B. Stops to smell the roses along the way
  - C. Finds a sense of purpose and calling, not to make a house payment or car note
  - D. Shows spiritual growth
  - E. Demonstrates integrity
  - F. Always goes the extra mile
4. Human Performance Equation:  $IA + AA = HP$   
 IA = Inborn attributes (fixed at birth)  
 AA = Acquired attributes (developed/learned).  
 HP = Human performance
5. Self Concept:
  - A. Self ideal: Vision of the future
  - B. Self image: What you think of yourself
  - C. Spiritual esteem: Knowing what God says about you
6. Inner Strength
  - A. How resilient are you?

7. Main attributes to success:
  - A. Self chosen path
  - B. Passion and enthusiasm
  - C. Ample opportunity for growth
8. Develop a personal Unique Selling Proposition (USP). What makes you unique?
9. Responsibility
  - A. You are responsible for yourself
  - B. You can't control what the world does, but, you can choose your response.
10. Ask yourself why you are on the payroll. Are you providing value in proportion to your pay and benefits?
11. Performance
  - A. Leaders develop relationships and values
  - B. Put your focus on people rather than things
  - C. The number one trait that Corporate America looks for in men is loyalty
  - D. The number one trait that Corporate America looks for in women is assertiveness

## **Conclusion**

Diversity training is not as simple as viewing one CD-ROM. Significant demonstration of diversity comes through valuing talents and contributions of all those we work with. This is best accomplished through a flexible, personalized program that includes both the traditional and expanded views of diversity. The diversity training depots offered at various NOAA/NWS levels provide ample resources to develop an complete a successful, high-level accomplishment in diversity.

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